

AD M-6

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27 February 1963

MEMORANDUM FOR: Deputy Director (Research)

SUBJECT: Mid-Career Training Program

1. The attached paper concerning mid-career training has been the subject of considerable discussion, argument and frustration at a number of meetings of the Career Training Board. In fact, each of these meetings has been a spirited demonstration of parochial interest and motivation that typifies practically everything else of this sort that comes up. It is in effect, I think, virtually impossible to come up with a single concept or core program that can be satisfactory to all elements of the Agency.

2. The tendency, therefore, has been, in effect, to conclude that nothing beyond what is being done, is needed or can be done. In these discussions I have tended to support the position that, in spite of all the arguments pro and con, the fact still remains that as a general rule the development of what I would call the "Agency-man" is still in short supply. There are so few people that have any real appreciation across the lines of compartmentation even at relatively senior levels let alone intermediate levels. In view of this fact, I believe it to be desirable that a conscious, deliberate effort be made to select mid-career people for the express purpose of broadening their horizon, their appreciation of the Agency, the Agency's role in Washington and some opportunity to look abit both at the matter of the U. S. Government itself as well as the world situation.

3. It, of course, can be argued that many specialists who have professional disciplines already such as scientists, engineers, economists, etc., will in the main always stay in the specialized areas and thus would not need to have these other broadening influences. This argument has essentially

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stymied any real progress because from this point of departure the issue gets projected into various elaborate programs generally applicable only to the individual component.

4. I have been supporting the idea that there was room for something like one to two months of a hard core type of orientation and reorientation that would be beneficial quite widely across the board and that could be common training for all components. Then upon this hard core other mid-career programs should be developed by the various components aimed toward developing their own senior people. *In this regard some useful selectivity and individual tailoring would be required.*

5. In general, I believe that this attached paper provides for these two concepts; thus I would ~~tend to~~ recommend supporting it. It is not a complete nor perfect instrument and I think any attempt to make it such will become so specific, detailed and involved that we would never get agreement. I think this makes a reasonably good practical and useful start along this general road. Unless other members of the Career Training Board have changed some of their attitudes, you may find other members of the Executive Committee taking major objection to this. If they can come up with anything any better, I'm sure it could be considered. Their staff assistance to date has not in my opinion been constructive and they have been tending to fight the idea.

6. I would be very glad to discuss this further at your convenience.

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Executive Assistant
Deputy Director (Research)

Attachment
As stated

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